Saskatchewan Centennial 2005

100 YEARS OF HEART

2005-2006 PROVINCIAL BUDGET
PERFORMANCE PLAN

SASKATCHEWAN CORRECTIONS AND PUBLIC SAFETY

Minister's Message

I am pleased to introduce the Department of Corrections and Public Safety performance plan for 2005-06 and beyond. This plan is a dynamic document that reflects our interaction with stakeholders, staff, clients and others in meeting our mandate to promote safe communities and respond to changing public expectations.

I am committed to completing the key actions identified in our performance plan and again reporting on the Department's progress to the people of Saskatchewan in July 2006.

During our Saskatchewan Centennial 2005 celebration, I am proud to join in noting some of our achievements. This year, the Department has begun the project to replace the oldest portion of the Regina Provincial Correctional Centre. This action will enhance our physical infrastructure and ability to provide the environment where effective programs and services are delivered in a secure and safe setting.

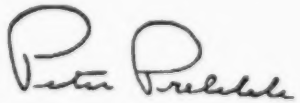
As part of celebrating our heritage and the contributions of many people, I am also proud to report that we will continue to support and participate in the fallen police and peace officers memorial ceremony. This event was observed last year for the first time in Saskatchewan to honour our officers who have died while on duty.

Since its creation in April 1, 2002 the Department has made accountability a key priority. We continue to refine our performance plan.

Building on the success of the Regina Auto Theft Strategy, the Department is participating in the expansion of this partnership model of innovative programs through targeted approaches to crime reduction in Saskatoon and North Battleford. Our corrections approach balances necessary supervision and controls with effective interventions that help reintegrate both adults and youth in conflict with the law safely back into the community.

The Department will build on its leadership role to enhance provincial emergency management preparedness and security. We will continue to work with remote northern communities to implement Sask911 call-taking service.

My Department is committed to operating an open and responsive organization that is dedicated to keeping Saskatchewan people and communities safe.



Peter Prebble
Minister of Corrections and Public Safety

Who We Are

The Department of Corrections and Public Safety is a large department, employing about 1,600 staff throughout the Province, serving thousands of clients annually through a wide array of programs and services.

Our mandate is to promote safe communities by delivering effective programs for individuals in conflict with the law, through emergency planning and communication, through monitoring of building standards, the delivery of fire prevention and disaster assistance programs and through licensing and inspection services.

The Department's activities may be summarized into four main areas that are focused on achieving our vision of "working together for safe Saskatchewan communities". A brief description of each of these areas is outlined below.

ADULT CORRECTIONS

Adult Corrections delivers a wide range of programs providing for varying levels of offender care, control and supervision. These programs are delivered through two operational systems: the Community Operations Branch and the Institutional Operations Branch. Corrections programs are administered by six regional offices of Community Corrections, four major correctional centres, and seven reduced-custody facilities (Battleford and Buffalo Narrows Community Correctional Centres, Besnard Lake Camp and Saskatoon Urban Camp, and, community training residences in Regina, Saskatoon and Prince Albert). In addition, the Department contracts with the Elizabeth Fry Society (Saskatoon women's community training residence) and the Prince Albert Grand Council (Healing Lodge) for reduced-custody services. Northern services, both community and institutional, are administered through the North West Community Operations office in North Battleford and sub-offices in Meadow Lake, Buffalo Narrows and La Loche, and the North East Community Operations office located in Prince Albert and a sub-office in Melfort.

In 2003-04, the Department provided supervision to an average of 1,205 offenders in custody programs and to 6,095 offenders in community correctional programs.

YOUNG OFFENDER PROGRAMS

Community youth programs and services are administered and delivered through three regional offices and 13 sub-offices across the Province. In addition, custody programming is provided by a mixture of secure custody, open custody and a network of community homes. Alternative measures for youth are delivered primarily by community-based organizations, many of which are First Nations and Métis organizations.

In 2003-04, the Department provided supervision to an average of 260 youth in custody programs and 1,964 young people in the community.

LICENSING AND INSPECTIONS

This branch preserves public safety through regulatory and enforcement programs that are operated on a fee-for-service basis. Programs focus on the commercial, institutional and industrial sectors of the Province, but the safety benefits help to protect all Saskatchewan residents. The branch administers elevator and amusement ride safety programs, boiler and pressure vessel safety programs and licensing programs for contractors and individuals that perform gas and electrical installations. There are offices located in Regina, Saskatoon and Swift Current.

PROTECTION AND EMERGENCY SERVICES

The Protection and Emergency Services Branch underwent some organizational change in 2004-05. The Office of the Fire Commissioner and the Building Standards work units were brought together under one unit called Building and Fire Safety. The unit will be focused primarily on providing those services for which the two units had previously been responsible. However, some functions including education, training, and public awareness have been integrated into a separate unit that will be managing these services as part of a package for the entire public safety area. This unit brings together some of the personnel from the Office of the Fire Commissioner and the Saskatchewan Emergency Management Organization (SaskEMO). It has been combined with the Sask911 initiative to form the Public Safety and 9-1-1 unit. Its primary focus will be to work with communities to building their public safety capacity. The third area combines the SaskEMO with the Provincial Disaster Assistance Program (PDAP) to help strengthen emergency management across the provincial government and to ensure strategic linkages are established with the federal government and nearby jurisdictions for support in emergency situations.

BUILDING AND FIRE SAFETY

The Office of the Fire Commissioner, in accordance with *The Fire Prevention Act, 1992*, and Regulations, provides Saskatchewan communities, fire departments, and emergency service organizations with programs and services that protect people, property and the environment from fire.

Building Standards oversees provincial standards for building construction. It monitors and updates legislation and regulations, assists owners, designers, and builders in complying with these requirements; issues building official licences; and, provides administrative and technical support for the Saskatchewan Building and Accessibility Standards Appeal Board.

PUBLIC SAFETY AND 9-1-1

This unit will work with communities to build their public safety capacity, including education, training and public awareness; and support and management to the Sask911 call-taking initiative to bring province-wide access to 9-1-1 emergency telephone calling.

SASKEMO AND PROVINCIAL DISASTER ASSISTANCE PROGRAM (PDAP)

The role of this unit is to strengthen emergency management across the provincial government and to link with other jurisdictions for support. It also includes the PDAP, which provides financial assistance to eligible claimants located in a municipality that has been designated eligible for assistance as a result of a substantial loss or damage to uninsurable, essential property caused by a natural disaster.

SHARED SERVICES

This includes the Communications and Public Education Branch, the Administrative Services Branch, the Systems Services Branch, and the Human Resources Branch. These branches provide support to both the Departments of Corrections and Public Safety and Justice.

OUR 2005-06 KEY PARTNERS

The Department is responsible for the delivery of adult and youth correctional services, licensing and inspections and the co-ordination and community support for emergency planning and preparedness. In addition, the Department works in partnership with other departments, governments and community-based organizations, for the delivery of services. The key partners in the delivery of services include community-based organizations, Tribal Councils/First Nations, municipal and local authorities. These partners deliver key correctional services such as youth alternative measures and reintegration programs, two custody programs in youth and adult corrections, primary dispatch and delivery of emergency services, and delivery of some local inspection services, including fire and building inspections. The partnerships are funded

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on a contractual basis based on specific program expectations and volumes of case activity, and the results are reported to the Department semi-annually. A number of performance measures refer to the programs delivered by third-party organizations.

Key partners include:

- Community-based agencies that deliver youth alternative measures: John Howard Society in Regina, Moose Jaw and Saskatoon; Tribal Councils in Regina, Yorkton, Saskatoon, North Battleford and Prince Albert; Friendship Centres in Ile-à-la-Crosse, Prince Albert, La Ronge, Fort Qu'Appelle, Touchwood; various community-based organizations in La Loche, North Battleford, Regina, Meadow Lake, Saskatoon and Prince Albert.
- Various adult correctional programs are delivered by Prince Albert Grand Council and probation services are delivered by File Hills Qu'Appelle Tribal Council.
- Custody programs include an open custody facility operated by the Salvation Army, a community training residence for women operated by the Elizabeth Fry Society, and a Healing Lodge operated by the Prince Albert Grand Council.
- Municipal and local authorities and First Nations provide primary dispatch and delivery of emergency services, and deliver some local inspection services, including fire and building inspections.

Plan at a Glance

The performance plan for 2005-06 builds on the plan that was released last year. The goals and objectives for the Department are multi-year and reflect the building of community capacity, effective correctional program interventions, the development of emergency preparedness and safety standards. Since Corrections and Public Safety is primarily an operational department with a large staff contingent, the last goal emphasizes the need for safe, healthy and respectful departmental workplaces. While the key actions in this plan relate only to the 2005-06 fiscal year, the plan is multi-year in nature and will continue to evolve over the coming years.

The Department will report on the actual results of the 2005-06 Performance Plan in the 2005-06 Annual Report in July 2006.

The performance plan reflects consultations with external stakeholders, but there were few consultations with these stakeholders on the plan as a whole.

There were a series of consultations held with various stakeholders on branch-specific issues that are part of the plan. For example, the Fire Services Joint Council were consulted concerning the re-structuring of emergency services with a view to better fire protection outcomes. The Saskatchewan Association of Rural Municipalities and the Saskatchewan Urban Municipalities

Association were also consulted in regard to the model of service delivery and support with a view to better emergency management outcomes. The message from that consultation was that the proposed direction was good, but that a legislative mandate for protective services would not be acceptable. The Sask911 Advisory Committee is consulted regarding the direction of the Sask911 initiative. There are numerous ongoing technical consultations with stakeholders in the area of boiler and pressure vessels, elevating devices, amusement rides and gas and electrical licensing agents.

In the area of adult corrections and young offender services, consultations have been ongoing through the provincial union-management process. In addition, the Aboriginal partners are consulted with on an ongoing basis regarding program development and direction. These partners include the Federation of Saskatchewan Indian Nations, community-based service delivery agencies which include Tribal Councils, and the Traditional Elders Ministerial Advisory Committee.

Below is a summary of our plan for 2005-06 and beyond. The goals and objectives articulate the outcomes the Department is pursuing, which support advancement towards our vision. The performance measures are one of the key tools we will use to gauge our progress towards meeting our objectives.

OUR GUIDING PRINCIPLES

Accountability – We are accountable for providing quality service in a cost-effective and innovative way.

Balance – Public safety processes, including legislation and regulations, are necessary and appropriate, and reflect the balanced needs of stakeholders, including the public, industry, and government.

Collaboration – We build partnerships based on respect, recognizing the collective responsibility of all participants.

Cultural Diversity – We recognize that Aboriginal persons and other minority groups face great barriers to full participation in society. We also recognize that culturally diverse programs delivered by Aboriginal people respond better to their needs and lead to better outcomes.

Fairness – We ensure that our clients' rights and freedoms are protected and that they have proper access to redress mechanisms when they believe decisions affecting them are not being applied properly or fairly.

Employment Equity and Wellness – We provide a work environment that promotes equal opportunities for all people, regardless of race, ethnicity, gender, sexual orientation or disability. We value employees, invest in them, promote their professional growth and give priority to the balance between their personal lives and work.

Least Restrictive Measures – Our intent is to ensure that we do not apply any measure in a more restrictive manner than what is required by law at any given time.

Rule of Law – We recognize that all citizens and government are subject to the law and must operate according to its terms.

Victim-Centered – We recognize harm has been done when offenders commit a crime and that victims must be considered in our decision-making processes.

VISION **–** Working together for safe Saskatchewan communities

GOAL #1

Communities have the capacity to enhance public safety

OBJECTIVE 1 **-** *Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers adult and youth correctional services*

Performance Measures:

- Number of residents in the Elizabeth Fry Community Training Residence *(Adults)*
- Per cent of residents at the Elizabeth Fry Community Training Residence that successfully complete the program *(Adults)*
- Number of participants in the Journey to a Better Lifestyle program *(Adults)*
- Per cent of participants in the Journey to a Better Lifestyle program that successfully complete the program *(Adults)*
- Number of youths completing alternative measures program
- Per cent of youths successfully completing alternative measures program

OBJECTIVE 2 **-** *Government and community service providers work together to enhance municipal capacity*

Performance Measures:

- Per cent of the Saskatchewan population that lives in a community that has entered into a mutual aid agreement
- Per cent of Saskatchewan population that lives in a community that has landline telephones with 9-1-1 service
- Per cent of population that lives in a community that has entered into a fire protection agreement

OBJECTIVE 3 - *Citizens are aware of public safety issues and communities have trained responders*

Performance Measures:

- Number of students certified in accordance with National Fire Protection Association (NFPA) Fire Investigation Standard professional qualification standards
- Number of Saskatchewan participants who are trained and certified in accordance with the NFPA Fire Investigation Standards

GOAL #2

Re-offending is reduced due to effective program interventions with offenders

OBJECTIVE 1 - *Program interventions to reduce re-offending behaviour reflect current research and evidence-based practices*

Performance Measures:

- Per cent of offenders participating in the CHOICES program whose level of risk has been assessed as medium or high
- Per cent of offenders participating in the Offenders Substance Abuse Pre-release program whose level of risk has been assessed as medium or high
- Per cent of offenders participating in the Cognitive Skills program whose level of risk has been assessed as medium or high
- Per cent of offenders who have completed their sentence at a correctional facility and were re-admitted to any adult correctional program within 24 months of completion
- Per cent of offenders who have completed probation and were re-admitted to any adult correctional program within 24 months of completion
- Per cent of offenders who have completed a conditional sentence and were re-admitted to any adult correctional program within 24 months of completion
- Number of participants in the Help Eliminate Auto Theft (HEAT) program
- Per cent of HEAT participants who re-offend (auto theft)

OBJECTIVE 2 - *Staff and programs respect the cultural and spiritual needs of Aboriginal clients*

Performance Measures:

- Per cent of Corrections and Public Safety employees that self-identify as being of First Nations or Métis ancestry
- Average daily count at the Prince Albert Grand Council Spiritual Healing Lodge
- Per cent of Healing Lodge participants who successfully complete the program

OBJECTIVE 3 - *Programs and services support the appropriate use of diversion, alternatives to custody, and assistance in offender reintegration*

Performance Measures:

- Per cent of offenders who were granted early release under the Extended Authorized Absence Program and were re-admitted to any adult correctional program within 24 months of completion
- Per cent of offenders who completed their sentence in a community training residence and were re-admitted to any adult correctional program within 24 months of completion

OBJECTIVE 4 - *An accountability process is in place for correctional programs and services*

Performance Measures:

- Per cent of case plans in adult institutions that are in compliance with case management standards
- Per cent of case plans in community correctional programs that are in compliance with case management standards

GOAL #3

Government and communities are prepared for emergencies and maintain building and safety standards

OBJECTIVE 1 - *Emergency preparedness is increased across the Province*

Performance Measures:

- Number of persons trained in emergency management under the Provincial Training Program
- Number of municipalities participating in Municipal Emergency Plan Workshops

OBJECTIVE 2 - *Safety enforcement is applied within a regulatory regime that balances government, public, and stakeholder interests*

Performance Measures:

- Number of reported elevator and amusement ride incidents
- Number of reported incidents for boilers and pressure vessels

GOAL #4

Safe, healthy, and respectful departmental workplaces

***OBJECTIVE 1** - Employee capability and competency is enhanced*

Performance Measures:

- Under development

***OBJECTIVE 2** - Occupational health and safety is improved at all work sites*

Performance Measures:

- Per cent of workplace inspections completed by local Occupational Health and Safety Committee or representatives
- Per cent of workplaces that meet Occupational Health and Safety training requirements by having at least one person trained in Occupational Health Committee Levels I and II

***OBJECTIVE 3** - Clients' rights are respected and they are ensured access to due process*

Performance Measure:

- Number of substantiated complaints to the Office of the Ombudsman

***OBJECTIVE 4** - An accountability process is in place for the Department*

Performance Measures:

- Under development

2005-06 Financial Overview

Provincial investment in Corrections and Public Safety to promote safe communities in 2005-06 is $128.343 million. The following table shows the 2005-06 breakdown of departmental spending by function:

2005-06 ESTIMATES	*(in thousands of dollars)*
Adult Corrections	$ 65,450
Young Offenders Programs	40,836
Public Safety	5,323
Central Management and Services	12,841
Regina Provincial Correctional Centre Capital	3,893
Total Appropriation	$ 128,343
Capital Acquisitions	(5,288)
Amortization	141
Total Expense	$ 123,196
FTE Staff Complement	1,683.7
REVENUES	$ 10,033

Within Public Safety, the Provincial Disaster Assistance Program reduction in funding of $850,000 from 2004-05 was based on both past utilization and future projections of potential claims and will not change the Department's overall performance plan.

Includes $3.893 million for the first year of funding for the replacement of the 1913 section of the Regina Provincial Correctional Centre.

The increase in Central Management and Services is mainly attributed to the transfer of amortization and maintenance costs from Saskatchewan Property Management to individual departments.

Adult Corrections funding includes community operations, community training residences, custody facilities and central management support for the program.

Young Offender Programs include regional operations, alternative measures, custody facilities and programs, and central program support.

Public Safety includes emergency planning and preparedness, the Office of the Fire Commissioner, Building Standards, Sask911, as well as the licensing and inspections activities for boilers, pressure vessels, elevators and amusement rides.

It is estimated that approximately $6.0 million will be provided to community-based organizations for delivery of programs and services.

Trends and Issues

The Department operates in a continually changing environment that is subject to many external factors. Some of the major factors impacting the Department include changing demographics; greater public expectations with respect to safety and security; a high proportion of at-risk youth, families and communities; and, economic pressures in the provincial, national and international spheres.

SAFE COMMUNITIES

Saskatchewan communities face a number of challenges in the area of public safety. Recent world events, high crime rates, changes in the economy, changes in demographics and in the social structure of the Province, increased demands on correctional programs and increased technology have all contributed to public concerns about issues of safety.

The terrorist events of September 11, 2001 and subsequent international responses have increased the awareness of Canadians and led many to reassess the risks to security and safety. The Province has shared responsibility with both federal and municipal governments in many of the areas related to public safety and security.

While Saskatchewan, in general, is at relatively low risk as a target for terrorist activities, we have experienced natural disasters that have challenged the abilities of municipalities, the provincial government and the federal government to respond (e.g. flooding in 2000, wildfires in 2002). A key question has become what level of response is appropriate at the local, regional, provincial and national levels. A new regional model of service delivery is being explored in areas of public safety where communities have responsibility, and to improve emergency management and fire protection, including preparing emergency plans, enforcing building codes and electrical and fire inspections.

There are also important changes in technology, the marketplace and global economy. Another challenge is the development of an effective regulatory framework, reflecting current best practices, technology and safety requirements in a way that balances risks and responsibilities more equitably between government and industry and through close consultations.

CORRECTIONS

Adult and youth corrections are also experiencing change. Since 1995-96, the main increase in adult correctional programs has been in community corrections, which has increased significantly with the introduction of conditional sentences (custody sentences to be served in the community). Additionally, in the past decade the number of remanded offenders has more

than doubled while the number of sentenced offenders has decreased. While custody counts have remained relatively stable over time, the ratio of remanded offenders has had a large impact on cost, security issues and programming ability. At any time, 82 per cent of offenders are serving sentences in the community, 13 per cent are sentenced to a custodial facility and a further five per cent are in custody awaiting court appearances (data from Corrections Management Information System and the Saskatchewan Young Offender Case Administration and Management System). Due to an increase in the number of offenders in community programs, a higher proportion of offenders in facilities are high-risk to re-offend.

Historically, Saskatchewan has seen a high number of Aboriginal offenders incarcerated in the correctional system. Recent figures (2001) indicate that 75 to 80 per cent of offenders admitted to custody in Saskatchewan are of Aboriginal descent (data from Corrections Management Information System). Many Aboriginal people in Saskatchewan live under social conditions that are shown by research to contribute to criminal behaviour. Although there is no single cause of crime, risk factors, or vulnerabilities, work together over time to influence the likelihood of negative outcomes. Major risk factors are poverty, abuse, violence, education problems, employment problems and substance abuse. Saskatchewan has a high percentage of at-risk youth, families and communities, and many Aboriginal youth, in particular, experience the conditions that contribute to misconduct and crime.

Given the high numbers of Aboriginal people involved in the justice system, especially in custody programs, and with the Province's Aboriginal population expected to increase by approximately 50 per cent between 1998 and 2016, effective programs need to be developed or the proportion of Aboriginal youths and adults in the correctional system will continue to grow.

The establishment of the Traditional Elders Ministerial Advisory Committee and the program delivered by the Prince Albert Healing Lodge are examples of the delivery of community-based services through many partnerships.

Correctional services in all jurisdictions across Canada have been the subject of public concern about the release of high-risk, violent offenders. A combination of incarceration, risk and needs assessment, and the delivery of appropriate programs to these offenders will most likely have the desired outcomes that communities expect of the correctional system. The correctional system must focus its resources on high-risk and high need individuals and define a basic level of service for low risk/low need offenders. In addition, the justice system must play an active role in identifying communities-at-risk throughout the Province. The development of a Violence Reduction Initiative based on best correctional practices is part of an effort to enhance offender reintegration from custody into the community.

There needs to be recognition of the special needs of certain offenders requiring specific and dedicated responses, e.g., screening for Fetal Alcohol Spectrum Disorder (FASD), sex offenders programs, youth, women and violent offenders programming.

A comprehensive three-year review of the adult custody facility system was completed by the Provincial Ombudsman in 2002, resulting in 147 recommendations, all of which were reviewed and assessed by the Department; most of these have been implemented.

The high crime rate has increased public expectations of accountability within the justice system as have a number of high profile cases, inquiries and investigations. The final report of the Commission on First Nations and Métis Peoples and Justice Reform was released in 2004. The Department will continue its work with other departments and stakeholders to address the Commission's recommendations.

Replacing the 1913 portion of the Regina Provincial Correctional Centre facility will respond to key recommendations of the Ombudsman and Commission.

YOUNG OFFENDERS

The public has been particularly concerned about youth crime. The present response relies heavily on the youth justice system to deal with adolescent misconduct. Saskatchewan has the highest rate of all reported crimes in the country (2004 Crime Stats, Canadian Centre for Justice Statistics) including youth crime. Saskatchewan also has one of the highest rates of the youth population appearing in youth court and the highest rate of youth in custody per youth population. Community and professional services are challenged to address youth needs at the individual, family and community level, especially in the North.

The federal Youth Criminal Justice Act came into effect on April 1, 2003. Since that time there has been a decrease in the number of youth in custody as well as on supervised probation. Although it appears that there are more youth being diverted from the justice system, youth crime has not decreased. The challenge is to provide supervision and effective programs in the community to youth in conjunction with community-based partners, particularly with First Nations and other representatives of the Aboriginal community.

The provincial Young Offenders system is committed to supporting victims, offenders, families and communities through partnerships with other youth service providers in the Province. The Province is continuing with its alternative measures system that provides alternatives to the formal court system by bringing the victim, the offender, and family and community representatives together to restore harmony in the community. In addition, a service delivery model is being used to provide supervision and services to youth based on a comprehensive assessment of the youth's needs. There are also a number of crime reduction interventions that focus on supervision and program interventions with a targeted group of offenders in certain communities. Finally, the Department is involved in a number of integrated human service initiatives such as SchoolPlus and the Youth Services Model that are providing services across a wide spectrum of agencies in order to more adequately address the needs of offenders with a high risk to re-offend.

Changes from 2004-05 Performance Plan

The performance plan for Corrections and Public Safety largely remains unchanged from the published 2004-05 plan. The goals and objectives remain unchanged for this year, but the Department will do a major review in the coming year with anticipated changes to some of the objectives.

On an annual basis the Department reviews its performance measures, assesses weakness and works on developing new measures to improve its measurement set. The Department's 2005-06 plan includes the following new measures:

- Average daily count at the Prince Albert Grand Council Spiritual Healing Lodge
- Per cent of Healing Lodge participants who successfully complete the program
- Per cent of workplace inspections completed by local Occupational Health and Safety Committee or representatives
- Per cent of workplaces that meet Occupational Health and Safety training requirements by having at least one person trained in OHC Levels I and II

The Department has made minor wording changes to the measures under its objective "Citizens are aware of public safety issues and communities have trained responders" to reflect the certification standards used; no changes were made to the data source, therefore the measurement results will remain comparable with previous years.

In addition, a minor change has been made to the measure "Number of participants in the Help Eliminate Auto Theft (HEAT) program". Previously the Department reported on the percentage of participants in the HEAT program whose level of risk is assessed as medium to high. This has been changed because all participants in the HEAT program are medium to high risk, with lower risk offenders having been diverted to other programs.

Goals, Objectives, Actions and Measures

This section provides the detailed 2005-06 Performance Plan for CPS that supports advancement of our vision of working together for safer Saskatchewan communities. Under each goal a number of objectives have been established that support progress toward our broader goal statements. For each objective, a set of key actions that will be initiated or completed in 2005-06 has been identified. They represent the means for achieving progress on the objectives. In order to assess whether the key actions adequately support the objective, a set of performance measures has also been established for each objective. These measures are intended to gauge overall progress toward meeting the objective rather than assessing the key actions themselves.

Within the context of the financial plan, a significant cost driver in both Adult Corrections and Young Offender Programs continues to be custody counts within the various security classifications of offenders from high to low security, combined with the number of 'incompatible' inmates who cannot safely be housed together because of serious violence or gang related activities. In response to these challenges, violence reduction initiatives are under development to reduce violent behaviours in custody facilities as well as the community.

In both the adult and youth corrections branches, other cost factors when applied to a 24/7 operation include overtime, sick leave, mandatory training, security incidents and occupational health and safety issues stemming from our aging facilities. The budget includes an adult remand strategy designed to reduce admissions and contain custody growth within current budget capacity of 1,225 inmates. Community operations providing probation programs through various sentencing options and pre-trial alternatives will supervise 6,200 clients. Young Offender Programs budget includes custody bed space capacity for 306 residents and approximately 2,000 youth in the community. Manageable budgets for corrections are in place to achieve our performance plan.

Within public safety the cost drivers include the number of license inspections and claims under the Provincial Disaster Assistance Program. Within Licensing and Inspections, the inspection regime has shifted to a greater risk management approach. The Protection and Emergency Services Branch has been aligned to maximize communities' capacity to manage their own issues of public safety, however, limited resources are available to enhance municipal capacity. This may have an impact on our ability to achieve our key actions.

GOAL #1

Communities have the capacity to enhance public safety

OBJECTIVE 1 - *Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers adult and youth correctional services*

People are less likely to commit crime if they feel valued in their community and know what is expected of them. It is important that victims are supported by their communities so that they will not fall into a cycle of despair and self-destructive behaviours, and that offenders become reintegrated with their communities and receive support from the community in making positive changes in their lives to help prevent future offending. This objective reflects a partnership between government and community to deliver effective services, thus making communities safer.

Key Actions for 2005-06

- Maintain service agreements with First Nations and Métis communities and organizations e.g. alternative measures, reintegration and restitution.
- Continue to involve local Aboriginal stakeholders in the development and delivery of custody programs.
- Hire an Aboriginal Manager to develop training and a quality assurance plan for reintegration and day programs.
- Develop the role of the Youth Co-ordinator, with the Federation of Saskatchewan Indian Nations.
- Continue work with Justice, Health, Culture, Youth and Recreation, and Community Resources and Employment to more effectively reintegrate young offenders in northern communities.
- Achieve accreditation of custody education programs.
- Work with community and government partners to improve education and employment opportunities for offenders returning to the community.
- Participate in the implementation mechanism resulting from the Commission on First Nations and Métis Peoples and Justice Reform.
- Work with the Traditional Elders Ministerial Advisory Committee to incorporate Elders' perspectives into corrections policy and practice.
- Supervise an average of 1,225 adult offenders per day in custody and over 6,200 per day in the community.
- Supervise an average of 306 youth in custody programs and approximately 2,000 young people in the community.
- In partnership with community-based organizations, review alternative measures programming to assess its effectiveness with Aboriginal youth.

What are we measuring?	Where are we starting from?
Number of residents in the Elizabeth Fry Community Training Residence (Adults)	56 admissions *[2003-04]*

Community training residences (CTR) provide offenders with a period of transition to the community from custody by allowing them the opportunity to put into place those elements of their case plans that increase the likelihood of a successful reintegration. The Elizabeth Fry CTR is operated by a community-based organization and is for female offenders. This measure gauges the performance of the Department on the use of the only community-operated CTR for female offenders.

Factors that influence this measure include the ability of the CTR to manage offenders, and the number of offenders that have case plans that include the elements necessary to reside in a CTR. Through referrals the Department has a high level of influence on this measure.

What are we measuring?	Where are we starting from?
Per cent of residents at the Elizabeth Fry Community Training Residence that successfully complete the program (Adults)	54% *[2003-04]*

Successful completion of the program means that residents in the program do not abscond or re-offend, nor are they returned to the Pine Grove Correctional Centre. This measure shows the effectiveness of the service delivered by a CTR managed by a community-based organization.

The Department has a low level of influence over this measure. There is a degree of influence over the referral to the CTR and the development of the case plan, but the facility is responsible for management of the program.

What are we measuring?	Where are we starting from?
Number of participants in the Journey to a Better Lifestyle program (Adults)	135 *[2003-04]*

The Journey to a Better Lifestyle program is a holistic healing program delivered by the Prince Albert Grand Council (PAGC). The program includes spiritual traditional teachings, life skills and anger management and is a pre-release program for low-risk offenders from the Prince Albert Correctional Centre. The number of annual participants is a measure of the Department's use of community-based programs as one aspect of increasing the community capacity to enhance public safety.

The factors that affect the measure include the number of eligible offenders and the PAGC's ability to provide facilitators for the program. The Department has a high level of influence on the number of referrals to the program.

What are we measuring?	Where are we starting from?
Per cent of participants in the Journey to a Better Lifestyle program that successfully complete the program (Adults)	90% *[2003-04]*

Successful completion of the program indicates that participants have taken steps to deal with issues that have contributed to their criminal behaviour. The number of offenders that complete the program is one indication that criminogenic needs have been addressed and that offending behaviour will be reduced.

Factors that influence the measure include the ability of the PAGC to facilitate the program and the number of offenders willing or able to participate in the program. The Department has a low level of influence on the measure.

Reasons for unsuccessful completion are unknown but could be due to such factors as changes in facilitators, or more offenders being released or transferred.

What are we measuring?	Where are we starting from?
Number of youths completing alternative measures programs	2,655 *[2003-04]*

Alternative measures are programs in which offenders accused of a criminal offence take responsibility for their behaviour by participating in a community-based program, either at the pre-charge or post-charge stage. These programs attempt to balance the needs of victims, the accused, and their communities while ensuring that society is protected. In Saskatchewan, alternative measures are specific government-authorized programs designed to operate as an alternative to the traditional court-based system for dealing with crime. The number of youth successfully completing these programs is a measure of the ability of community-based organizations to plan and deliver correctional services.

Factors that influence the measure include the capacity of the community-based organization to hire and retain sufficiently trained staff. Other factors include the willingness of the police and Crown to refer youth to these programs. The Department has a moderate influence on this measure.

What are we measuring?	Where are we starting from?
Per cent of youths successfully completing alternative measures programs	89% *[2003-04]*

While the number of youth measures volume, the per cent of youth completing the program measures the effectiveness of the programs delivered by community-based organizations. Youth that successfully complete the programs will not acquire a criminal record. A high rate of successful completions will result in a reduction in the number of cases going through the court system and victim and community satisfaction in the justice system.

Factors that influence the measure include the ability of the community-based organization to attain meaningful agreements between the victim and offender, the willingness of the offender to participate in the process, and the meaningful participation of community representatives in the process. The Department has a low level of influence on this measure.

***OBJECTIVE 2** -Government and community service providers work together to enhance municipal capacity*

Most of the root causes of crime lie outside the scope of the criminal justice system; these causes can only be addressed through partnerships and integrated work among many stakeholders. There are justice system factors that can be directly addressed by the Department in co-operation with Aboriginal communities, governments and organizations, other stakeholders in the criminal justice system, and other government and non-government agencies. Within this partnership model municipal capacity to deliver programs is enhanced.

Local authorities have the primary responsibility for providing a safe environment for their residents in the areas of fire suppression, building code enforcement and emergency planning. However, due to finite resources, each municipality cannot independently provide the complete complement of activities and services needed. Provincial, regional and local partnerships can provide opportunities to create support structures that share expertise, prevention initiatives, emergency services and regulatory services which will increase the level of safety within each community.

Key Actions for 2005-06

- Through the Provincial Strategy for Individuals with Cognitive Disabilities: increase the capacity of Aboriginal agencies to provide Extra Judicial Sanctions services to youth with Fetal Alcohol Spectrum Disorder (FASD); sponsor and fund validation of a screening tool for FASD; and develop a screening process for youth with FASD.
- Participate in the targeted crime reduction strategies in Regina, Saskatoon, Prince Albert, Meadow Lake and North Battleford.

- In partnership with the Department of Justice, continue with Phase 2 of the Regina Auto Theft Strategy, with a targeted reduction of 50 per cent of the 2001 level by the end of 2005. This equates to a reduction of 1,900 vehicles stolen/attempted in 2005 from the 2001 level of 3,800.
- Report on effectiveness through: outcome evaluations of Help Eliminate Auto Theft (HEAT) and the *Thinking for a Change* program at Paul Dojack Youth Centre; and implementation evaluation of the Electronic Monitoring Program in Regina.
- Develop a plan to sustain services developed in Regina and Prince Albert through the Youth Service Model.
- Prepare a Community Homes Action Plan that addresses focus, admissions, compensation and recruitment.
- Develop a continuum of residential services for young offenders.
- Ensure the involvement of custody facilities in community programming.
- Participate in a provincial strategy on FASD/Cognitive Disabilities with Health, Learning and Community Resources and Employment.
- Develop and implement an initiative that will divert 25 offenders from remand by expanding/enhancing our interim judicial release program.
- Develop and organize processes for building public safety capacity through inter-municipal co-operation.
- Develop strategies, programs and service supports for improving public safety capacity in and among communities and across government.

What are we measuring?	**Where are we starting from?**
Per cent of the Saskatchewan population that lives in a community that has entered into a mutual aid agreement	87% *[2003-04]*

The first level of government response in dealing with an emergency is the local authority. If an emergency exceeds or is likely to exceed the capacity of the local authority, the local authority activates a second level of response, a mutual aid agreement, which involves sharing resources from adjoining or neighbouring municipalities. The per cent of the population in communities that have entered into a mutual aid agreement is a measure of community service providers working together to enhance municipal capacity for public safety.

A factor that influences the measure is the capacity of a municipality or a number of municipalities to respond to emergencies. The Department plays a supportive role to municipalities and therefore has a low level of influence on the measure.

What are we measuring?	Where are we starting from?
Per cent of Saskatchewan population that lives in a community that has landline telephones with 9-1-1 service	99% *[2003-04]*

Sask911 is a co-operative program between the Province, municipalities and health districts to establish an Enhanced 9-1-1 call-taking system. Upon full implementation of this system, Saskatchewan residents, no matter where they live or travel, will be able to dial 9-1-1 to access a trained emergency call-taking operator at a Public Safety Answering Point (PSAP). The measure is a good measure of government and community service providers working together to enhance municipal capacity in matters of public safety.

Sask911 is regulated by legislation and, therefore, there are few factors affecting the implementation. The Department plays a supportive role to municipalities and therefore has a low level of influence on the measure.

What are we measuring?	Where are we starting from?
Per cent of population that lives in a community that has entered into a fire protection agreement	25% *[2003-04]*

Fire protection agreements involve sharing fire protection services with adjoining municipalities. The per cent of the population in communities that have entered into these agreements is a measure of community service providers working together to enhance municipal capacity in matters of public safety.

The fire protection agreement goals are influenced by the working relationship of the municipalities within a given region. Some municipalities may not enter into an agreement if they are not aware of the possibility or do not know the details of creating a good agreement. The Department influences these goals through awareness and educational programs that not only address the lack of understanding, but also the working relationships between municipalities. While the Department does not negotiate agreements, it does assist by identifying the mutual benefits of making such agreements.

OBJECTIVE 3 *- Citizens are aware of public safety issues and communities have trained responders*

The Department delivers a number of programs and services that contribute to a safe living environment. This is accomplished by working with municipalities, fire services, those involved in building and fire code safety, emergency services providers, and individuals and industries involved in the manufacture, installation and operation of building-related heavy equipment. Citizen awareness of public safety issues is important for the prevention of emergency situations, and it is important for citizens to know whom to contact when emergencies occur. Education, training and public awareness are therefore critical to improving community safety. In addition, having trained responders in each community allows for timely responses to emergency situations.

Key Actions for 2005-06

- Continue to support communities to obtain the training and certification they need to respond to priority public safety issues.
- Work with associations and other communities to improve public awareness and response to public safety issues.

What are we measuring?	**Where are we starting from?**
Number of students certified in accordance with National Fire Protection Association (NFPA) Fire Investigation Standard professional qualification standards	150 *[2003-04]*

Saskatchewan follows NFPA Standards for the professional qualification of fire fighters. The Office of the Fire Commissioner (OFC) is accredited under the International Fire Service Accreditation Congress (IFSAC) to certify fire fighters under NFPA Standards. The number of participants in these courses is a measure of the community capacity to enhance public safety.

The factors that influence the participation in courses in the accredited international fire investigation standards are logistical. The numbers being trained are influenced by the ability to hold courses and seminars and the ability of the individuals to attend the courses and seminars. The Department has a high level of influence in this measure.

What are we measuring?	Where are we starting from?
Number of Saskatchewan participants who are trained and certified in accordance with the NFPA Fire Investigation Standards	49 *[2003-04]*

There is a need in the Province for a group of highly skilled and trained investigators to deal with sophisticated cases. The Office of the Fire Commissioner was accredited for this certification in 2001-02. The training consists of a series of seminars and courses that take a number of years to complete. The target number of participants reflects the number required to maintain a sufficient number of trained investigators to meet the investigative needs of the Province.

The number of persons certified is influenced by the time it takes them to get through the training (three years). The Department influences these by arranging as many training opportunities as possible given the resources available. The Department has a high level of influence over this measure.

GOAL #2

Re-offending is reduced due to effective program interventions with offenders

OBJECTIVE 1 - *Program interventions to reduce re-offending behaviour reflect current research and evidence-based practices*

There is a growing understanding that the incarceration of offenders, by itself, is not the answer to reducing re-offending behaviour. There is recognition that a combination of supervision, risk and needs assessment, and the delivery of appropriate programs to high-risk and violent offenders will more likely result in reduced offending behaviour. Continual monitoring of research and evidence is essential for these successful outcomes. The Department is beginning an assessment of all its programs against established program standards with the goal of reducing the re-offending behaviour of participants in these programs.

Key Actions for 2005-06

- Establish accredited educational programs in youth custody facilities to assist with transition and retention.
- Provide ongoing training and support to communities for risk assessment and community safety plan implementation.
- In partnership with Learning and as part of the School[Plus] initiative, establish links between five custody facilities for youth and community schools.
- Develop a research and evaluation agenda to ensure the use of evidence-based interventions.

- Implement Core Correctional Practice skills for corrections workers, which reduce offending behaviour of offenders in facilities.
- Evaluate facility and community operations, including those delivered by Aboriginal organizations.
- Continue to implement the common Program Framework for Adult and Youth Corrections including expanding Cognitive Skills programs to youth in custody.
- Construct and implement custody programming in the expanded remand secure unit at Prince Albert Youth Residence.
- Evaluate selected Adult Corrections and Young Offender programs (such as the Violence Reduction Initiatives) using the Correctional Programming Assessment Inventory.
- Enhance employment and educational links in the community for offenders.
- Develop a pilot program for a provincial correctional centre that provides enhanced activity programming for offenders.
- Research the feasibility of specialized units for offenders with mental health issues.

What are we measuring?	**Where are we starting from?**
Per cent of offenders participating in the CHOICES program whose level of risk has been assessed as medium or high	100% *[2003-04]*

The CHOICES program is a cognitive/behavioural program designed for offenders under community supervision who have a substance abuse problem. The program consists of 10 half-day sessions. It also includes weekly relapse prevention maintenance sessions for three months. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.

What are we measuring?	**Where are we starting from?**
Per cent of offenders participating in the Offenders Substance Abuse Pre-release program whose level of risk has been assessed as medium or high	100% *[2003-04]*

The Offenders Substance Abuse Pre-release program (OSAPP) consists of 26 two-hour sessions in a cognitive/behavioural substance abuse program that is directed primarily at inmates within correctional centres. Research indicates that programs targeted at high to medium risk

offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.

What are we measuring?	**Where are we starting from?**
Per cent of offenders participating in the Cognitive Skills program whose level of risk has been assessed as medium or high	99% *[2003-04]*

The Cognitive Skills program consists of 38 two-hour sessions directed at teaching the offender skills related to how he/she thinks. Areas covered are problem solving, critical reasoning, social skills and creative thinking. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.

What are we measuring?	**Where are we starting from?**
Per cent of offenders who have completed their sentence at a correctional facility and were re-admitted to any adult correctional program within 24 months of completion	36% *[2003-04]*

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed custody and were re-admitted to any correctional program is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has limited influence over the measure. A low per cent figure is desirable for this measure.

What are we measuring?	Where are we starting from?
Per cent of offenders who have completed probation and were re-admitted to any adult correctional program within 24 months of completion	18% *[2003-04]*

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed probation and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.

What are we measuring?	Where are we starting from?
Per cent of offenders who have completed a conditional sentence and were re-admitted to any adult correctional program within 24 months of completion	23% *[2003-04]*

Research shows that correctional programs that targeted at the specific areas that lead to offending behaviour, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed a conditional sentence and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.

What are we measuring?	Where are we starting from?
Number of participants in the Help Eliminate Auto Theft (HEAT) program	67 *[2003-04]*

The HEAT program was begun in Regina in 2002 to respond to the increasing problem of auto theft by young offenders. The HEAT program is for first time offenders and incorporates a targeted approach that includes enhanced partnerships, tighter supervision, better co-ordination and more effective rehabilitation. All referrals to the HEAT program go through a preliminary

risk and needs assessment screening process. Those that are screened as medium or high are accepted into the program, while those that have a preliminary screening of low risk are referred to other alternative measures program interventions. The measure shows the number of youth referred whose initial level of risk is assessed as medium or high.

The number of offenders participating in the program is a measure of the referrals to effective programs that reflect current research and best practice. The Department has a moderate influence over this figure.

What are we measuring?	**Where are we starting from?**
Per cent of HEAT participants who re-offend (auto theft)	7.2% *[2003-04]*

The proportion of HEAT participants who re-offend in the area of auto theft during the time of their involvement in the program is one measure of the effectiveness of the approach. However, there are many factors that influence the lives of offenders in relation to subsequent offending behaviour. The Department has a low level of influence over these factors, and thus a low level of influence over the measure.

A low per cent figure is desirable for this measure since that indicates a low level of reoccurrence of auto theft behaviour.

OBJECTIVE 2 *- Staff and programs respect the cultural and spiritual needs of Aboriginal clients*

As highlighted in the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform, for the justice system to be effective it must treat Aboriginal people fairly, and work to address issues that now result in high levels of offending behaviour and victimization of Aboriginal people. The keys to this include: supporting Aboriginal communities, organizations and governments in developing, delivering justice services; integrating the values, cultural practices and beliefs that meet the needs of Aboriginal people; and, employing more Aboriginal people in the justice system.

Key Actions for 2005-06

- Develop training module on Aboriginal cultural awareness for youth workers.
- Develop and implement inventory and tracking of cultural program activities, numbers of youth involved and connections to community supports.
- Establish Elder advisory capacity for youth facilities.
- Provide appropriate cultural programs and opportunities in community and custody programs.

What are we measuring?	Where are we starting from?
Per cent of Corrections and Public Safety employees that self-identify as being of First Nations or Métis ancestry	15% *[2003-04]*

One way of helping ensure that correctional programs respect the cultural and spiritual needs of Aboriginal clients is to have correctional staff who are of First Nations or Métis ancestry. This measure reflects data based on self-identification, so may be an under-representation of the proportion of staff of First Nations or Métis ancestry.

The Department has a moderate level of influence over the measurement results through its role in promoting the hiring of First Nations and Métis staff.

What are we measuring?	Where are we starting from?
Average daily count at the Prince Albert Grand Council Spiritual Healing Lodge	15.6 *[2003-04]*

Since 1997, Saskatchewan Corrections has contracted with the Prince Albert Grand Council for the operation of a Spiritual Healing Lodge that houses up to 20 provincially sentenced male offenders as well as five federally sentenced male offenders. The focus of the healing lodge is to provide the residents with a solid grounding in First Nations culture, values and customs and to address their mind, body, spiritual and emotional needs. Program objectives include the development of a plan for each resident to address problems that bring him into conflict with the law, and the development of an aftercare or release plan with his home community.

The Spiritual Healing Lodge is an example of a program that addresses the cultural and spiritual needs of Aboriginal offenders.

The Department has a moderate level of influence through its role in referring offenders to the program and in promoting the program as an option for offenders.

What are we measuring?	Where are we starting from?
Per cent of Healing Lodge participants who successfully complete the program	88% *[2003-04]*

While the average daily count provides a measure of volume, the per cent of successful completions measure the effectiveness of cultural and spiritual programming. Successful completion is defined as the offender not being returned to a correctional facility during the program, or not absconding.

The Department has a moderate level of influence through its role in referring appropriate offenders to this program.

OBJECTIVE 3 - *Programs and services support the appropriate use of diversion, alternatives to custody, and assistance in offender reintegration*

The need to provide appropriate programs to address the needs of offenders as a means of minimizing the risk they pose and addressing their criminogenic needs is an ongoing challenge. Effective early intervention services, such as diversion and alternative measures, can prevent offenders' further involvement in the criminal justice system. Community treatment and reintegration programs that address the needs of offenders and manage risk to the community are more effective in achieving long-term behavioural changes.

Key Actions for 2005-06

- Enhance training and employment opportunities for offenders with Community Resources and Employment.
- Work with justice stakeholders, and federal/provincial/territorial forums on strategies to review the use of remand.
- Work with justice stakeholders on efficiencies in the justice system.
- Review and complete Phase 1 of the replacement of the Corrections Management Information System.
- Implement a strategy to maintain more offenders in the community on judicial interim release.
- Implement the violence reduction strategy.

What are we measuring?	**Where are we starting from?**
Per cent of offenders who were granted early release under the Extended Authorized Absence Program (EAAP) and were re-admitted to any adult correctional program within 24 months of completion	27% *[2003-04]*

Under the provisions of *The Correctional Services Act*, offenders can be granted release from custody prior to their custody release date that has been calculated for remission. A typical reason for early release would be to attend a treatment program in the community. This measure, then, is a gauge of the offenders' reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. While the Department has supervision requirements for the duration of the EAAP, there may not be supervision requirements past the time of custody termination. The Department has a low level of influence on this measure. A low per cent figure is desirable for this measure.

What are we measuring?	Where are we starting from?
Per cent of offenders who compieted their sentence in a community training residence (CTR) and were re-admitted to any adult correctional program within 24 months of completion	33% *[2003-04]*

Some offenders can be transferred to a CTR prior to the expiration of their period of custody. Typically, this would happen so that the offender could work in the community as part of a pre-release plan from custody. This measure is a measure of the offenders' reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. In some cases, the Department has involvement with offenders after their discharge from a CTR, but in many cases, there is no post-custody supervision required from the courts. The Department has a low level of influence over this measure. A low per cent figure is desirable for this measure.

OBJECTIVE 4 - *An accountability process is in place for correctional programs and services*

There is a growing demand from the public and advocates for all corrections services to become more effective and efficient, to be more open to public scrutiny, to give better quality service to clients, to provide appeal processes and to be more accountable.

Key Actions for 2005-06

- Improve the accuracy of fiscal forecasting in facilities.
- Identify and train local experts for the Saskatchewan Young Offender Case Administration and Management System.
- Manage the development of the Justice Enterprise Information Network integrated system.
- Conduct community program audits regarding implementation of Community Safety Plan standards.
- Improve case planning for adult offenders.

What are we measuring?	Where are we starting from?
Per cent of case plans in adult institutions that are in compliance with case management standards	51% *[2003-04]*

The Integrated Case Management final phase was implemented in June 2002. This policy defines the standard of the completion of case plans in facilities within 28 days of the offender's admission. The Department will do a file audit of all custody files to measure compliance with standards. This will be a good accountability measure for custody programs.

The factors that influence this measure include custody population sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.

What are we measuring?	Where are we starting from?
Per cent of case plans in community correctional programs that are in compliance with case management standards	53% *[2003-04]*

The final phase of the Integrated Case Management plan was implemented in June 2002. This policy defines the standard for the completion of the case plan in community corrections to be within 42 days from the beginning of the sentence. The Department will do a file audit of a sample of community program files to measure compliance with standards. This will be a good accountability measure for community correctional programs.

The factors that influence this measure include caseload sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.

GOAL #3

Government and communities are prepared for emergencies and maintain building and safety standards

***OBJECTIVE 1** - Emergency preparedness is increased across the Province*

Prior to recent world and regional events, the Province was already facing the challenge of being able to respond to national emergency planning and security initiatives. With increased emphasis being placed by the federal government on national security, including essential infrastructure, these challenges have increased. Internal and external pressures will require the Department to develop policies and stretch limited resources as far as possible to respond to sector demands for inspection and licensing services, enhance municipal capacity for emergency preparedness, improve provincial emergency management, and respond to certain federal initiatives; all of which help to provide a safe living, working and recreational environment.

Key Actions for 2005-06

- Update emergency management plans as required in facilities.
- Guide, co-ordinate and facilitate emergency preparedness across the provincial government.
- Co-ordinate provincial preparedness concerns, strategies and initiatives with the federal government and other provincial/territorial and state jurisdictions.
- Establish necessary linkages between provincial and community preparedness and resources.

What are we measuring?	**Where are we starting from?**
Number of persons trained in emergency management under the Provincial Training Program	200 *[2002-03; latest data available]*

The Saskatchewan Emergency Management Organization provides a series of training courses to municipal and provincial staff in various aspects of emergency management. Courses include Basic Emergency Management, Emergency Operation Centre Management, Exercise Design, and others designed to meet specific needs of stakeholders.

With respect to communities' preparedness for emergencies, the Department has a co-ordination and support role in this area. The number of municipal and provincial staff who are trained in various aspects of emergency management is one way of measuring emergency preparedness across the Province. The Department's level of influence on the measure is moderate.

What are we measuring?	**Where are we starting from?**
Number of municipalities participating in Municipal Emergency Plan Workshops	80 *[2003; latest data available]*

This program, first introduced in 2002, is delivered by the Saskatchewan Emergency Management Organization to provide municipalities with hands-on assistance in the development of local emergency plans. The Department provides supports to local officials and community emergency co-ordinators with the design and development of an effective emergency planning model.

The number of municipalities participating in these workshops is one way of measuring emergency preparedness across the Province. The Department has a moderate level of influence on this measure.

OBJECTIVE 2 - *Safety enforcement is applied within a regulatory regime that balances government, public, and stakeholder interests*

The Department has been updating Acts and Regulations to ensure that they reflect current regulatory best practices, technology or safety requirements. The challenge is to more equitably redistribute responsibilities and liabilities for risk mitigation activities, between government and those responsible for creating risk. As a result, certain industry sectors are likely to continue to seek to improve the way in which Government regulates their industries and responds to technological change.

Key Actions for 2005-06

- Contribute to and participate in national and international standards development respecting building, fire, pressure vessels.
- Implement provisions of *The Boiler and Pressure Vessel Act, 1999* and bringing into force new regulations.
- Amend *The Electrical Licensing Act* to update regulatory framework.
- Amend *The Electrical Contractor's Guarantee Bond Regulations, 1988* to increase value of bond required.
- Amend *The Gas Licensing Act* to update regulatory framework.
- Amend *The Gas Licensing Regulations* to increase value of bond required.
- Amend *The Amusement Ride Safety Regulations* to update the adopted Code edition and incorporate further exemptions.
- Administer and deliver elevator and amusement ride inspection and related safety programs.
- Administer gas and electrical licensing programs.
- Administer and deliver boiler and pressure vessel inspection and related safety programs.
- Continue to prepare for the adoption of the 2005 model fire and building codes.
- Review options for improving energy consumption standards in commercial buildings.
- Inspect over 8,000 boilers and pressure vessels and around 1,500 elevators and amusement rides to ensure public safety.

What are we measuring?	**Where are we starting from?**
Number of reported elevator and amusement ride incidents	3 *[2003-04]*

Elevators, or elevating devices, are in widespread operation throughout the Province. Passenger elevators, freight elevators, escalators, and ski lifts provide significant convenience to the public-at-large. Amusement ride devices are in widespread operation throughout the Province at fairs and exhibitions during the summer months. Amusement ride safety initiatives establish

and enforce technical safety standards to minimize the potential hazards associated with the transportation and movement of people by complex electrical and mechanical equipment. The measure of incidents in these areas will inform the Department on the safety standards in the areas of government inspection. In this case, "incidents" refer to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences.

The factors that influence the potential for incidents to occur fall within two distinct areas: the first is mechanical failure of the components of an elevator and the effectiveness of installed safety devices in response to a malfunction; and, the second factor is human intervention on the part of the passenger. The Department's influence is primarily associated with the first factor through its Licensing and Inspection Programs. Inspections undertaken are focussed on the installed safety devices to ensure functionality in the event that there is a mechanical or electrical malfunction. A major factor contributing to serious injury is when a passenger who is stuck in an elevator, after the safety devices have engaged in response to a problem, forces the doors and attempts to exit the elevator. The Department has limited influence in this area beyond public education, such as through posted signage.

What are we measuring?	**Where are we starting from?**
Number of reported incidents for boilers and pressure vessels	1 *[2003-04]*

Licensing and Inspections provides public protection through the establishment and enforcement of technical safety standards related to the manufacture, installation, and operation of complex pressure equipment in widespread use in all commercial, industrial and institutional sectors within the Province. The measure of serious incidents informs the Department on the safety of communities as it pertains to government inspected boilers and pressure vessels. In this case, "incidents" refer to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences.

The factors which influence the potential for incidents to occur are related to the design and manufacture, installation practices, and operation and maintenance of the pressure equipment. The Department's design registration, licensing of manufacturers, installers and operators of pressure equipment and related inspection programs has a direct influence on mitigating the risks associated with these areas. Periodic inspection of in-service pressure vessels provides a monitoring process on how effective an owner is in maintaining the pressure equipment and installed safety devices, in safe working order.

GOAL #4

Safe, healthy and respectful departmental workplaces

OBJECTIVE 1 *- Employee capability and competency is enhanced*

Strategic human resource planning to enhance employees' skills and abilities includes staff training plans, equity programs and recruitment. These initiatives are fundamental to maintaining an effective working environment.

Key Actions for 2005-06

- Pilot a departmental succession management program.
- Review community youth worker and adult probation officer academic requirements to ensure consistency with core competencies.
- Provide training in conducting investigations to facility managers and supervisors.
- Improve Union Management Committee processes.
- Develop and implement work unit and individual learning plans based on established competencies that include assessment tools, learning plans, and learning guides that are linked to the Department's overall strategic plans.
- Participate in the Aboriginal Internship Program.
- Continue to revise induction/orientation, training and recruitment for institutions.
- Ensure learning and development plans are in place for all managers through Planning for Success, the out-of-scope performance management system.
- Implement actions to address Department needs and issues identified through the 2003 Employee Survey.

What are we measuring?	**Where are we starting from?**
Under development	Under development

OBJECTIVE 2 *- Occupational health and safety is improved at all work sites*

Staff and client safety and security are important issues at all correctional facilities and regional offices. Ensuring this level of safety requires the careful management of risk and the appropriate levels of protection.

Key Actions for 2005-06

- Prepare a strategy for prevention, suppression and management of gangs.
- Review custody program standards with respect to nutrition and exercise.

- Ensure all community workers and supervisors have access to Occupational Health and Safety (OH&S) Committees.
- Continue to implement the Occupational Health and Safety Council work plan (OH&S Council).
- Implement the Health and Safety Strategic Plan.
- Evaluate the flu shot program for adult and youth facility staff.
- In partnership with Departmental Occupational Health and Safety committee, develop a wellness program for staff.
- Initiate Phase 1 of violence reduction initiative in Correctional Centres.
- Utilize capital expenditures to address areas of security at custody facilities.
- Complete the design of the new Regina Provincial Correctional Centre.

What are we measuring?	**Where are we starting from?**
Per cent of workplace inspections completed by local Occupational Health and Safety Committees or representatives	37% *[April – October 2004]*

Accidents and illnesses can be prevented. An inspection is a well thought out, purposeful examination that identifies and helps correct threats to the health and safety of workers. With regular workplace inspections problems are identified long before anyone gets hurt.

What are we measuring?	**Where are we starting from?**
Per cent of workplaces that meet Occupational Health and Safety training requirements by having at least one person trained in Occupational Health Committee Levels I and II	50% *[April – October 2004]*

Occupational Health Committee (OHC) training Level I reviews *The Occupational Health and Safety Act, 1993*, and *The Occupational Health and Safety Regulations, 1996* to help explain the responsibilities of occupational health committees. It discusses how a committee can become more effective. This includes hazard identification and controls, recommendations to use in dealing with concerns and when investigating refusals to work under Section 23 of the Act.

Occupational Health Committee training Level II helps occupational health committee members and employers to plan effective workplace inspections and accident investigation programs. It emphasizes planning to identify and control hazards.

OBJECTIVE 3 *- Clients' rights are respected and they are ensured access to due process*

It is necessary to strike an appropriate balance between security, supervision and treatment, and the rights of the clients. Achieving this balance involves working closely with the offices of the Ombudsman, Children's Advocate and other client representatives.

Key Actions for 2005-06

- Maintain ongoing dialogue with the Children's Advocate.
- Promote a respectful environment for offenders.
- Continue to implement the action plan in response to the Ombudsman's Review of Corrections Report.
- Implement video links between court and correctional facilities.

What are we measuring?	**Where are we starting from?**
Number of substantiated complaints to the Office of the Ombudsman	10 *[2003-04]*

The Ombudsman is an Officer of the Legislative Assembly of Saskatchewan with the authority to investigate complaints received from members of the public who believe the government administration has dealt with them unfairly. Most of the complaints to the Ombudsman from Corrections and Public Safety come through Adult Corrections. The Ombudsman investigates every complaint made by a client, and either dismisses the complaint, determines that the government acted in the appropriate manner, or determines that there has been some contravention of policy and recommends corrective action. The number of substantiated complaints refers to the number of complaints where an investigation by the Ombudsman resulted in a recommendation for corrective action. This measure gauges both the clients' satisfaction with the services being provided, and the Department's ability to provide access for these clients.

There are a number of factors that influence the measure, and these include the provision of basic services in a custodial setting, fair treatment in a restrictive environment and access to the rights of offenders. The Department has a moderate level of influence over the measure as it pertains to the treatment of individual clients, but a low level of influence as it pertains to other issues within the lives of clients, including the legal system.

OBJECTIVE 4 *- An accountability process is in place for the Department*

There is a growing demand from the public for government to be more open to public scrutiny, to be fiscally responsible and to be more accountable respecting issues of privacy. The Department presently has no measures in place to gauge progress towards the objective.

Key Actions for 2005-06

- Implement work plans at the work unit, branch and Department levels, to address the key issues identified in the Public Service Employee Survey 2003.
- Continue to monitor and report on *Youth Criminal Justice Act* benchmarks to assess program effectiveness.
- Improve the grievance resolution process.

What are we measuring?

Under development

Where are we starting from?

Under development

For More Information

The plan provides information about what we hope to accomplish in the coming year. If you have any questions or comments, or would like additional copies of the plan, we invite you to call (306) 787-7872.

Or contact:

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Visit our website to find out about:

- Our submission to the Commission on First Nations and Métis Peoples and Justice Reform
- The Regina Auto Theft Strategy
- 2003-04 Corrections and Public Safety Annual Report
- Adult Corrections and Young Offenders Services
- Protection and Emergency Services
- Licensing and Inspections